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8 September 1953

MEMORANDUM FOR: Acting Deputy Director, Administration

THRU : Chief of Administration, DD/P

SUBJECT : Survey Report [REDACTED]

1. **PROBLEM.** To re-evaluate Personnel Type T/O Positions within EE Division with a view toward determining:

- a. The appropriate location, organizationally, for the most economic and efficient performance of essential Personnel functions and,
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. **FACTS BEARING ON THE PROBLEM.**

a. The time allotted for this survey was five days, which limited the scope to a brief study of the functions, records and procedures of the [REDACTED] EE, together with such work load data as was readily available. [REDACTED] Plans Research and Development Staff, Personnel Office, DD/A and [REDACTED] Personnel Office Placement Officer assigned to the EE Division, provided technical advice and assistance in the conduct of this study and analysis.

b. The EE Division situation is abnormal in some respects in view of the increased personnel activity resulting from current reduction of the [REDACTED]

c. The [REDACTED] EE, has a T/O of ten slots, eight of which are filled with seven on the job (Deputy Chief is now in training). (See Organization and Manning Chart in Tab A). Personnel are [REDACTED]

3. **DISCUSSION.**

a. The functions of the [REDACTED] EE, have resulted from an accumulation of duties rather than from comprehensive formally prescribed delegations of authority. Examples of duties actually include the coordination of Personnel Evaluation Reports and the support required of the Division by Career Service Boards. Major functions presently performed in the [REDACTED] are indicated in Tabs B and C. The Processing and Records functions are indicated by a study of the fourteen types of records maintained. A description of each of these records is given in Tab D.

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b. Work loads for the months of June, July and August, 1953 shown in detail in Tabs E and F, indicate a total of [REDACTED] 25X9 for the period or an average of [REDACTED] month. An analysis of correspondence for the same period shows a total of 119 cables, 251 25X9 dispatches and 218 memorandums or a monthly average of 39 cables, 84 dispatches and 72 memorandums.

c. Of the total correspondence actions for the three month period analyzed, [REDACTED] pertained to military personnel.

d. [REDACTED]

e. There are fourteen types of records maintained in the [REDACTED] 25X1A EE, as described in Tab D. It is indicated that the position inventory card, (OF Form 4b), when posted with all pertinent personnel data and appropriately flagged may possibly replace five of the existing separate records. (Seniority cards, Wheelindex rotation record and personnel evaluation suspense records and the individual personnel file.)

f. It is indicated that usage does not fully justify the retention of the major portion of the material in the individual personnel file folders, (presently consisting of 11 file cabinets) particularly those documents which pertain to finance matters. Inasmuch as the copies of such records are maintained in finance, all such material should be withdrawn from the files. If work sheets, routing and records sheets, information copies of old cables, dispatches, etc., were withdrawn at the same time the eleven file cabinets of files, minus the 1 1/4 cabinets to be transferred to Personnel Office, DD/A could be reduced to possibly three cabinets containing DD/P Data Sheets (Forms 59-44), selected cables and dispatches of a current value and similar documents pertaining to personnel matters only. Establishment of orderly records retention schedules for all such documents would keep the contents at a minimum. On the other hand, it is suggested by the Chief of Personnel, EE that the entire file could be dispensed with and the day-to-day reference requirements of the EE Division could possibly be met with the Position Inventory Record (OF Form 4b) and a Personnel Data Sheet (Form 59-44), (once the OF Form 4b is completely posted and flagged) providing ready availability of the official personnel file folders maintained by Personnel Office, DD/A was assured.

g. While firm recommendations on division personnel file requirements should perhaps be deferred until the survey of all area divisions is completed, this should not prevent the screening of the files of

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financial documents and other worthless or little used material. After all area divisions have been surveyed, it may be possible to prescribe the individual file folder, including a determination as to its contents and use.

- h. The EE Division has questioned for some time, the justification of a military personnel officer in its Personnel Section. It is indicated that in actuality the function is mainly acting as a cut out between MPD and the field. While, admittedly some files must be kept in the division on military personnel, EE staff papers on the subject indicate that the clerical routine of suspense, files, etc. could be handled by civilian personnel if the military Personnel Division, DD/A were given action responsibility on such cables and dispatches.
- i. Adequate control over Division policy and internal interests of the division could possibly be protected by retaining the releasing authority within the division, and by maintaining working files and suspense records of information copies of incoming cables and dispatches.
- j. As the work load figures in paragraph 3 above indicates, 26.5% of all EE personnel correspondence pertains to Military Personnel matters. Since the function at present consists in the main of obtaining official information from MPD and relaying it to the field, the preparation of action papers in final form by MPD, and release through the division would eliminate the need for a Military Personnel Officer. The clerical support now rendered to this function could be diverted to perfection of the OF Form 1b, Position Inventory Record and to screening of the individual personnel file folders.

4. CONCLUSIONS.

- a. The functions and activities of the EE Personnel have resulted from an accumulation of duties rather than from formally prescribed missions. Workloads and requirements are imposed by two major groups - the Career Service Boards and the Personnel Office, DD/A. Functions of Area Division Personnel Sections should be developed and prescribed by the collaborative efforts of DD/P Admin and the DD/A, properly defining the relationships of career service program and personnel management. At the completion of this survey it may be possible to propose standardized functions in this regard.

In the absence of clear cut delegations of authority and formally prescribed functions of decentralized personnel offices in the DD/P area divisions, the following activities appear to be properly placed organizationally. More firm conclusions as to the appropriate

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placement of these functions can be reached only after the completion of the Do/P Survey:

- (1) Coordination and review of the Personnel Evaluation Reports
- (2) Maintenance of current information and status of T/O's and Position Inventory Records (Forms OF 4b)
- (3) Servicing and support of Career Service Board Activities by:
 - (a) Providing advance information on returning personnel
 - (b) Providing summary information on numbers, grades, dates of grades, location, etc. of personnel by career category.
 - (c) Maintaining control and follow-up on the application of training prescribed by Career Service Board actions.
 - (d) Preparation and processing of SF-52 and such other supporting papers as may be required to accomplish personnel actions and maintain current information on status of such actions.
- (4) Briefing of employees prior to overseas movement.
- (5) Corresponding with elements of EE Division, headquarters and field, on matters of inquiry, policy interpretation and procedural instruction.
- (6) Maintaining locator file [REDACTED]
- (7) Providing personnel advice and assistance to FE Personnel.

25X1A

While the above basic functions may be proper for the offices which now perform them, the records and procedural processes and routines required for implementation could, no doubt, be improved upon and to a certain extent standardized, more comprehensive recommendations in this regard would be premature at this stage of the survey.

- b. The various types of personnel records maintained and the effort involved in their maintenance can be reduced by perfection of the OF Form 4b and by screening or total elimination of the individual personnel records.
- c. The assignment to Military Personnel Division Do/A of action responsibility on cables and dispatches pertaining to military personnel:

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- (1) Can be made without infringement of EE Division authorities.
- (2) Will relieve the EE [REDACTED] of approximately 24.5% of its correspondence activities.
- (3) Will permit the elimination of the Military Personnel Officer and the T/O slot occupied.

25X1A

25X9

25X1A6a

- d. The increased clerical work load includes the eventual preparation of [REDACTED] in converting from the old to the new [REDACTED] T/O. Once the current abnormal situation resulting from the current reduction in the [REDACTED] has leveled off, and necessary personnel records are brought up to date, a re-evaluation should be made of the clerical positions required for the [REDACTED]

25X1A6a

25X1A

5. RECOMMENDATIONS.

- a. That the functions outlined in paragraph 1 of the conclusions above be tentatively recognized as properly placed organizationally in an Area Division.
- b. That effort be accelerated toward the objective of perfection of Personnel Inventory Records to replace separate records presently kept.
- c. That the individual personnel files be screened of all financial and obsolete material, and consideration given to the ultimate total elimination of such files.
- d. That Military Personnel Division, DD/A be assigned action responsibility on all Military Personnel cables and dispatches with releasing authority retained in EE Division.
- e. That the present position of Military Personnel Officer, (GS-[REDACTED] Slot) be eliminated.
- f. That the T/O of the Personnel Office, EE, be reduced from [REDACTED] slots [REDACTED] eliminating the Military Personnel Officer as recommended in e. above) and a re-evaluation be made by the Division of the two vacant clerical slots after the current work load levels off.

25X1A

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6. COORDINATION. Comments and concurrence of Chief Admin/EE are contained in memorandum attached as Tab G.

25X1A9a

[REDACTED]
Assistant Management Officer, DD/A
(For clandestine Services)

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TECHNICAL ADVICES

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Plans Research & Development Staff
Personnel Office, DD/A

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Personnel Placement Officer
Personnel Office, DD/A

APPROVE

25X1A9a

W. L. PHIL
Management Officer, DD/A

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